



Lean Construction Institute

Building Knowledge in Design and Construction

I had a welcome week off last week with Greg waxing poetic, philosophic and generally magnificent with his post. His writing is a constant reminder of why I enjoy our community so much. Fourteen years of reporting stories of how people approach risk and production and the built environment and asking the questions that naturally and not so naturally follow from his observations make Greg a constant treasure we share freely.

At this “renewal” time, however, people don’t naturally remember that treasure might just be good enough. I take it upon myself (with acknowledged hubris) to set out the value proposition. In addition to being prideful, this account is decidedly my view. It has been a short 18 months since I’ve had the distinct pleasure to try to help Greg and Glenn Ballard and our membership fulfill the promise of a deeply committed community to transform the design and construction industry through lean principles. I think we have had some terrific successes.

First, our communities of practice are vibrant and growing. Since we released the Andon cord 18 months ago, we’ve added COPs in Albuquerque, Chicago, Kansas City, the Mid-Atlantic Region (Philadelphia etc.), New York and Wisconsin.

We’re building a new COP in Atlanta with the help of Jesse Plata of Beck and others and there’s much buzz in Canada “about” creating at least three communities there. The heart of our sharing is in our communities. Reviewing our programs indicates the depth and advancement of the presentations from mere “introductions” to deep learning (and a holiday celebration). Just in December we had Tom Porter in Michigan discussing “Lean Project Delivery Using Design Build Contracts.” Thanks to David Graham and Steve Warnick of Austin Commercial, the Dallas-Fort Worth Community opened up Parkland Hospital for a tour of “Big Lean.” Our New York chapter joined with the New York AGC to host “A Holiday Party and the unveiling of the newest chapter of the Lean Construction Institute” on December 1 in the “City.” Dr. Jose Salis of Texas A&M discussed “Understanding Value + Embedded Waste in Building Construction” in Houston on December 7, while David Van Wyk, Vice President of Project Management for Disney was talking to the Los Angeles COP about Disney’s lessons learned. Romano Nickerson of Boulder Associates followed in December on December 9 with “Lean Design: BIM and Parametric Visualization.” Greg and Will Lichtig just presented “Lean as a Counter-Measure to Major Project Risks for Owners, Designers and Constructors” in Seattle and Portland to the Cascadia chapters; and Michael Rona and Patti





Crome (recognized leaders in Lean Healthcare) are delivering on the subject in Phoenix in mid-January.

Owners are taking notice of the “new offer” in the marketplace. Our successful Construction Users Roundtable meeting in Buffalo will be followed by a joint meeting with CURT and our AIA/LCI Design Forum in St. Louis. Sustaining Association member AGC will co-sponsor the CURT meeting that precedes our design efforts. We just got news that Kaiser will be joining LCI as a corporate member; longtime friend and sponsor UHS has just released a Lean Project Delivery Guide that they are sharing with the community and Sutter Health continues to be a strong proponent of lean design and construction. IN Texas, Dallas County’s Parkland Hospital and initiatives by Texas Health Resources and Baylor Health through their wholly owned subsidiary MEDCO are implementing lean principles and Last Planner® on projects. The San Diego Community College District, the Department of Capital Asset Management in Massachusetts, the Massachusetts Department of Transportation, the University of California San Francisco, the Government Services Administration, the Department of Energy and the Army Corps of Engineers are just a few of the more prominent public owners pushing lean principles into public design and construction.

What is LCI’s role in all this? With the signing of our landmark agreement with AGC in September and with imminent execution of a similar agreement with AIA, our longstanding and developing relationship with CURT, our continuing negotiations with ABC, SMACMA and our outreach efforts to COAA and other associations indicates that we are, indeed the voice of lean in the design and construction industry. We are convening a meeting in the spring with all the Associations on our radar to discuss our relationship within the industry to all groups. We believe this will further anchor us as the voice of lean and lean learning within our market.

How else are we changing the industry? Will Lichtig (Boldt), Joe Cleves (DBL) and Kurt Dettman (The ReAlignment Group) are all collaborating on the Consensus Docs rewrite committee currently pending. Howard Ashcraft and Joel Darrington (along with their partners and associates in LCI law firm sponsor Hansen Bridgett) are undertaking a rewrite of the Integrated Form of Agreement for Sutter and others and continue to develop contracts and processes for projects around the country and in Canada.

We are encouraging Owners to become full participants in LCI (both within our partnership with CURT and elsewhere) and to look for membership in LCI as a criteria for deciding the depth of the commitment of project teams to lean principles and Integrated Project Delivery. We are trying to develop within the Communities of Practice Superintendent Roundtables and discussion groups to share best and better practices among members. We are striving to hire a full time Executive Director and Staff to collate, manage and disseminate the substantial information we develop within the community. Our plan is to name Greg Howell as our Director of Research to bring clarity to the issues that need in depth looks and analysis. We are



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close to revamping our Board to expand its reach, its responsibilities and its ability to effect industry transformation. We are also close to releasing a policy for insuring that we have plenty of lean coaches and trainers available to assist our members and others in implementing Last Planner® and other LCI intellectual property. We'll soon be able to sell The Parade of Trades™ and the Make Card™ simulations to our members for use in their institutional training. Links to the videos from the Congress this year have been uploaded to the Members Only site and will be available exclusively to members for the next four months. If you haven't reviewed one, please do. I think you'll be impressed with the "TED" quality of the presentations we were striving to achieve. We hope to have the same clarity in capturing the presentations at the upcoming AIA/LCI/P2SL Lean Design Forum in Berkeley in February. Finally, thanks to all of you who had a part in the "shout out" at the Congress on what you liked. That video will be available to the public along with Greg and Glenn's First Annual Pioneer's award acceptance speech—a lovely, folkloric tale of how it all started.

All of this takes money, as it turns out. We have made the decision that we will not rely on our Communities of Practice as "profit centers" for our business plan; that in fact we'll fund the majority of what we do based on membership. That is why your membership at this particularly important junction and transition of our community is so vital. While individual memberships are fantastic, corporate sponsorships are at the heart of our funding plan. If you have any part in the "lean revolution" that is happening in our industry, I hope you feel both the desire and the obligation to continue to support our efforts. No one else in the industry is taking up the baton or marching it down Main Street with such verve. We need you, we want you. Please take ten minute to renew your membership. We don't want to do a PBS telethon/call in fund raiser. We trust that transforming the industry is worthy enough without having to send you a license plate frame if you renew at the \$250 membership level. Here is the link for your convenience: <http://lci-individual-membership.eventbrite.com>

Thanks for your great (and I hope continued) support. I look forward to us transitioning into a real, full time voice of lean sometime this Spring or Summer. With your help, we'll actually make that be true.